



**INFLUENCE OF JOB DESIGN TECHNIQUES ON EMPLOYEE SATISFACTION IN  
THE INTERIOR BUILDING MATERIALS MANUFACTURING FIRMS IN NAIROBI  
CITY COUNTY**

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**Abstract**

The study sought to explore influence of job design techniques on employee satisfaction in interior building materials manufacturing firms in Nairobi City County. The study was guided by the following four independent variables; Job Rotation, Job Enrichment, Job Simplification and Job Enlargement. The dependent variables were Employee Satisfaction. The study used the literature review as derived from research and works by other researchers obtained from journals, manuals, magazines and the internet. It also contained theoretical review as well as the critical review; in addition, it contained the conceptual framework. The study was derived from three major theories of job design; Herzberg's two factor theory, Social-technical systems theory and Hackman and Oldham's job features model. It aimed at assisting in the problem definition and made it possible to understand what other researchers and writers have done or contributed. The study used the descriptive research design since it dealt with responses using statistics. The methodology and designs used in administering the study included the research design, population target, sampling design, data collection instruments and procedures and data analysis. The population of interest was the employees of interior building materials manufacturing firms in Nairobi City County across various functions and divisions. The study population comprised a total of 920 employees from all the various organizational functions or divisions. Stratified random sampling technique was used to illustrate a sample size of 92 respondents. Data collected was analyzed by aid of Statistical Package for Social Sciences. Questionnaires were used in collecting data. The study administered and collected complete questionnaires for the analysis and conducted key informant interviews. The study found that: job enrichment had significant positive relationship with employee's satisfaction; job rotation had significant positive relationship with employee's satisfaction; job enlargement had significant positive relationship with employee's satisfaction and job simplification had significant positive relationship with employee's satisfaction. The study recommends management of manufacturing companies to improve employee's motivation and productivity, by customizing jobs to increase the motivators present for the employee. Management of manufacturing companies should use its employees appropriately in the place of work while taking caution to ensure that they do not overwork them. Companies should enlarge their jobs with their main focus being increasing the variety of tasks performed by the by the individual, not merely adding more repetitive tasks.

**Keywords:** Job Design, Job Enrichment, Job Enlargement, Job Rotation, Job simplification, Job satisfaction and Employee satisfaction.

## **Introduction**

Human resource's job satisfaction is one of the key characteristics towards addressing the matter of output in organizations. Satisfaction in the job contributes mostly on quality of life experienced and psychological wellbeing in the organisations (Grote & Guest, 2017). How employees react to work and their affective responses to it are a role of the fit or match among the characteristics of the job, like the amount of challenge it offers, the extent of autonomy enjoyed in performing the job and the skills utilized. It is vital therefore that the top management of organizations establish the level of commitment of their employees in the firm, increasing quality and customer service in addition to productivity and responsiveness. This more often is to a greater extent that influences the job design and job description.

Job satisfaction can be defined as psychological condition of how an individual feel toward employment. It is the workers reaction and approach about diversity of intrinsic and extrinsic fundamental's towards work and the organizations they execute their jobs in. Worker's satisfaction is measured as all round elements of an organization's strategies for human resource. Job satisfaction means a purpose which is positively connected to promotion, work environment, benefits, pay, supervision, and the interpersonal relations (Peltokorpi & Froese, 2014). Happy workers are more satisfied and very industrious when their job offers them security from financial strain, recognition of their effort clean policy of grievances, opportunity to contribute thoughts and suggestions, contribution in decision making and managing the affairs, clean definition of duties and responsibilities and prospects for promotion, sound payment structure, incentive plans and profit sharing activities, atmosphere of mutual trust and respect (Robbins & Judge, 2013).

The design of the job may perhaps cause an imbalance challenges that has a lot to achieve with the individual's common approach towards the job which may lead to job fulfilment or dissatisfaction, (Parker, 2014). Organisation's performance is most likely affected by the workers with a high level of job satisfaction. Contrarily, low job satisfaction can harmfully affect the organization because they typically lack motivation, perform inadequately and possess negative attitudes. Moreover, an individual's behaviour can affect another employee's performance. Such features can directly affect organizational performance (McFarlin, 2015).

Job design is a main purpose of human resource management and it is linked to the measurement of the relationship of jobs, contents and methods in order to satisfy organizational requirements, technological as well as social and individual necessities of the job. Job design is a process of determining how specific jobs are shared to form complete jobs. It refers to the deliberation of contextual factors such as employee's experience, job characteristics, and the method of evaluation used to evaluate job performance. Job design is a key organizational activity in which workers try to systematize their activities through individual plan, job crafting and team participating (Parker, 2014). One method used for matching job characteristics with the abilities of the older employee is to evaluate abilities, knowledge and skills essential for a job to those possessed by an employee.

An aim of job design is to build increased challenge and autonomy into the work for the people who perform it to empower employees to act (van Doorn & Hulsheger, 2015).

Job design is vital for an entire range of outcomes, including employee's health and wellbeing, attitudes like job satisfaction and commitment, behaviors similar to productivity, absenteeism or malingering and innovation. Employee's personal distinctiveness plays an important role in job design (Schaufeli & Taris, 2014). They influence how employee's themselves perceive and try to find out particular job characteristics, help in understanding how job design exerts its influence, and have the possibility to change impact of job design. Human resource managers should design work deliberately and thoughtfully to reflect demands of the changing environment, organization's technology and its employee's preferences, skills and abilities and what is needed from the job and from the employee, and therefore they should strive to understand how jobs are designed according to Siruri and Muathe (2014).

Globalization plays a growing function in the manufacturing firms, the environment, culture, human relocation patterns, global development, politics, science and technology. Globalization affects not just the amount of transactions in the global market but also their quality. Employees globally emphasizes on their traditional values which include male dominance, respect for power, ancestor worship, and conservatism (Ngo, 2015). Chinese for instance emphasizes on their unique job attitudes and behaviours for their expatriates (Selmer, 2015).

The increased competition, diverse culture in the regional territorial, technology advancement, high expectations that exist among planners, policy makers and other stakeholders in relation to the capability of the employees in Tanzania help the managers to find ways of organizing work so that there is more flexibility and job satisfaction to the employees (Aziz & Usman, 2013). The level of technology used by firm affects the job design. An organization having a high level of know-how in technology will have diverse job designs compared to an organization having a low level of know-how in technology. This helps the organization to increase their economic growth and be in a position to compete with other firms in the region competitively and attain sustainable economic development (Gupta & Shaw, 2014).

The ways in which employee's task are organized have direct impact on their mental and physical health and this affects their productivity. The organization of a job can complement positive physical workstation design. If the employee is satisfied, he becomes more productive, creative, loyal and committed to the organization. The organizations strive to design employee's job in a way that will help in the accomplishment of the organization's goals and objectives (Parker, 2014).

In Nairobi City County, most of the interior building materials manufacturing firms have embraced the latest technology. In order to make use of the employment productively, flexibility has been induced in the career profile of the workers. This includes the flexible schedules, compressed work schedules, job sharing and telecommuting (Cahill, James & Pitt-Catsoupes, 2015). This resulted in the increased productivity and overall performance. Employees are also encouraged to participate in decision making and the thoughts of solving the problems related to their line of

duties. That means the human resources have the chance and the freedom in deciding when and how to carry out specific tasks (Fosgaard & Stea, 2015).

Nairobi City County is one of the 47 counties in the Republic of Kenya that were entrenched under the constitution of Kenya 2010. The County is the descendant of the outdated City Council of Nairobi and operates under the County Governments Act and a host of other laws. Nairobi County is divided into a series of constituencies with each being represented by members of Parliament in the National Assembly. These constituencies are: Makadara, Kamukunji, Starehe, Langata, Dagoretti, Westlands, Kasarani and Embakasi. This study was conducted within Makadara, Kamukunji and Starehe constituencies.

### **Statement Of The Problem**

In the Kenya Vision 2030, manufacturing industries aim at boosting employee's satisfaction and organizational productivity from 15% to 30% and reducing the rate of labour turnover and absenteeism with a bigger margin of up to 0.1%. Jung and Yoon (2015) asserts that the current rapid growth of the advanced technology and economic growth requires the industries to exemplarily produce goods and services in order to be able to attract and maintain loyal customers in the market. However, the need to align the interior building materials manufacturing firms to the Big Four Agenda in Kenya becomes critical to successful implementation of the strategy as explained by Armstrong and Taylor (2014).

Recent studies have reported that work environments characterized by excessive labor demands, lack of teamwork and mutual support among those who perform different functions, generate high dissatisfaction asserts (Butts, 2013). Employees with low job satisfaction can adversely affect an organization because they typically lack motivation, perform poorly and have negative attitudes. An organization's bottom-line can be directly affected by such features due to high labor turnover, increased absenteeism and high rate of work-related accidents. A careful assessment of the influence of designing job on employee satisfaction would be necessary (AlBattat & Som, 2013).

In order to gain competitive edge, motivate the employees, enhance efficiency and productivity the manufacturing industries must embrace innovation, redesign their jobs, adopts new technology and increase operational efficiency. Employees are the most important asset for any organization as source of achieving competitive advantage. The previous studies have been characterized by relatively scant attention being paid to employee's satisfaction in the interior building materials manufacturing firms Rich, Buckman and Bergeron (2013). Most of the empirically based literature shows that the findings have been inconsistent, as job design and level of employees' satisfaction are either positively or negatively related as pointed out by Rana & Singh, (2016).

Notably still, most of the literature reviewed linking job satisfaction studies to enhancing productivity are drawn from developed countries context like the USA, Europe and Japan and the studies cannot be generalized to Kenya. Although there are other HRM practices that influence job satisfaction like good leadership and governance, this study focused on job design. This study

therefore seeks to establish the influence of job design on employee's satisfaction in the interior building materials manufacturing firms in the City County of Nairobi (AlBattat & Som, 2013).

### **Objectives of the study**

The general objective of this study was to assess the influence of job design techniques on members of staff's satisfaction in interior building materials manufacturing firms in the City County of Nairobi.

#### **Specific objectives**

1. To examine the relationship between job enrichment and employee's satisfaction in the interior building materials manufacturing firms in the City County of Nairobi,
2. To explore the influence of job rotation on human resources satisfaction in interior building materials manufacturing firms in the City County of Nairobi,
3. To assess the extent of job enlargement on workers satisfaction in the interior building materials manufacturing firms in the City County and
4. To determine the extent of job simplification and its influence on the job satisfaction on the employees in the building materials manufacturing firms in the City County.

### **Research Questions**

The study sought to answer the following research questions?

1. What is the relationship between job enrichment and employee's satisfaction in the interior building materials manufacturing enterprises in the City County of Nairobi?
2. How does job rotation boost the employee's satisfaction in the interior building materials manufacturing firms in Nairobi City County hence improving on productivity?
3. To what extent does job enlargement influence the employee's satisfaction in the interior building materials manufacturing firms in Nairobi City County?
4. To what extent does job simplification influence the worker's satisfaction in the interior building materials manufacturing firms in the City County of Nairobi?

### **Theoretical Review**

#### **Hertzberg's Two Factor Theory**

The job simplification model developed by Taylor was later challenged by Frederick Herzberg and associates, who argued that motivational factors are a vital element of job design. Based on the approach, employee motivation is significantly influenced by their approach towards work. The theory holds that employee approach towards work is determined by the work situations that describe how they feel about their tasks. According to Hertzberg, the factors that encourage employee motivation differ from those that cause their job dissatisfaction (Armstrong, 2014). Although the Two Factor Theory provides important insights about employee motivation and productivity, critics argue that it is inaccurate. The theory assumes that job satisfaction results to

increased employee productivity, which is not true. However, in spite of the weakness, the theory cites that motivation comes from within the employees based on the working conditions. Jobs should be structured in a way that employee are offered opportunities to develop their careers as they meet organizational needs.

### **Socio-technical Systems Theory**

This theory was developed by Ken Bamforth, Eric Trist and Fred Emery in England after World War II as Europeans who introduced technology into their manufacturing plants, argued that organizations consist of two systems – the social and the technical that influence worker's accomplishment. Social-technical theory suggests that workers and employers are in a mutual relationship, so that when an employee understand themselves to have been handled well by their employer, such as through being given interesting, wide-ranging and self-sufficient work, then they are likely to give in return by investing their own enthusiasm into their work in the form of engagement. On the basis of the social technical theory, employees who discern that when job design is conducive will feel more satisfied with their job and so be more loyal to their employing organization. Social technical theory also lends support to the forecast that positive, beneficial actions directed at employees by the management of an organization and create feelings of responsibility for employees to give back in positive, beneficial ways, including commitment, feelings of loyalty, and performance

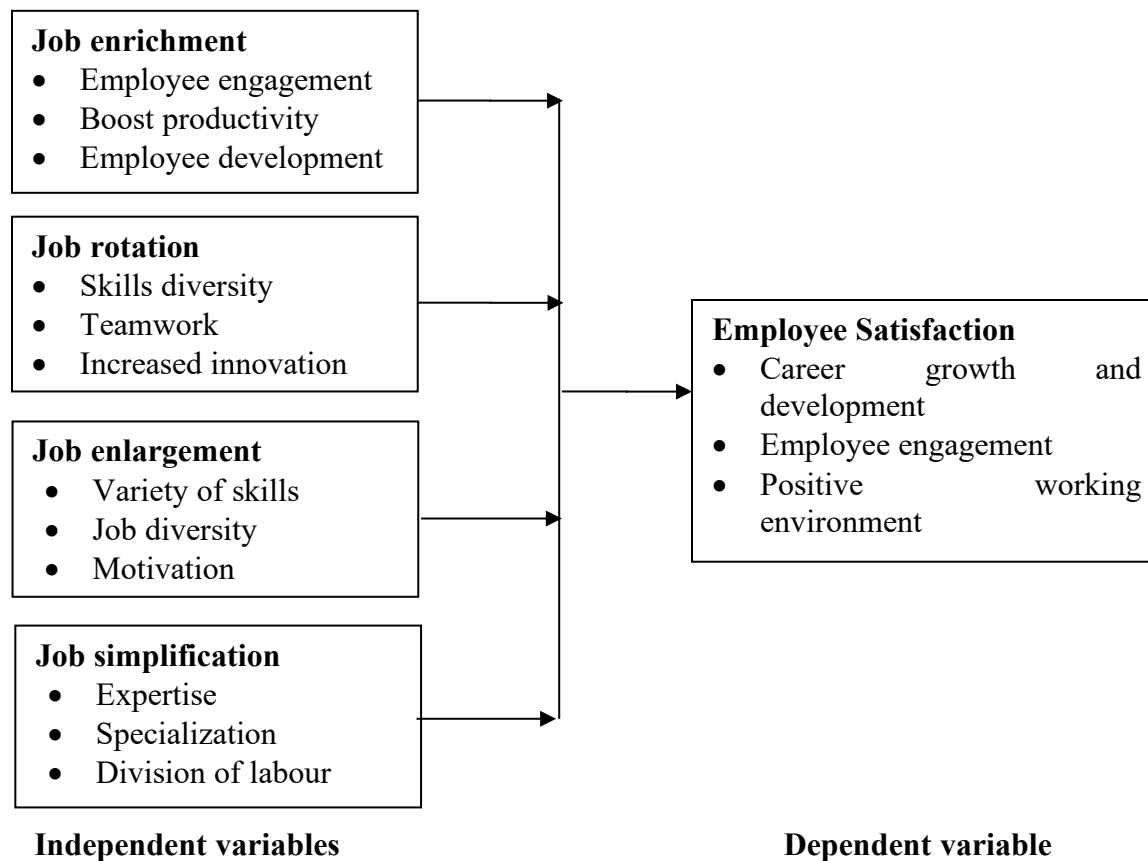
### **Hackman and Oldham's Job Characteristics Theory**

Past studies show that the workers were not engaging with their work (Wilson, 2009). Employee disengagement could be very harmful as it would bring negatives impacts such that a worker underperforms important task and lead to organization to incur unnecessary or excess costs. Workers can also be detached because they are not awarded the intrinsic rewards, (Butler, 2014). The intrinsic rewards are the substantial rewards given employees by managers, such as pay reviews and bonuses. However, criticism has been directed at the inclusion of only a limited set of job characteristics, mediating mechanisms, and behavioural outcomes, as well as at the model's focus only on the motivational characteristics of employment, while ignoring the demanding features. This theory assumed that the main approach to job enrichment is based on the job characteristics which offer motivation, satisfaction, involvement, performance quality, commitment and withdrawal behaviours such as labour turnover, absenteeism which are experienced responsibility for outcomes and knowledge of results (Grant & Shin, 2011).

### **Conceptual Framework**

The conceptual framework is a schematic diagram which shows the correlation connecting the independent and dependent variables. Mugenda and Mugenda (2013) defined a conceptual framework as a brief description of the occurrence under the study accompanied by a graphical or visual illustration of the major variables of the study. The relationship expounds the association linking the independent variables and the dependent variable. The independent variables of the

study comprise of the job enrichment, job rotation, job enlargement, and job simplification whilst the dependent variable is the employee satisfaction as presented in Figure 1



**Figure 1: Conceptual Framework**

### **Job Enrichment**

Job enrichment is a model that involves redesigning jobs so that they are more challenging to the worker and have less monotonous. It is the vertical growth of a job by evaluating and planning responsibilities. It increases job strength which is the level of control that personnel have over their allocated work. Its efficiency being confirmed by a growing number of flourishing projects which have produced significant increases in job satisfaction and productivity. Herzberg affirmed that the utmost employee motivators, based on a number of investigations include responsibility, achievement and recognition (Shoss, 2017).

### **Job rotation**

Job rotation is a job design technique in which human resources are changed positions between two or more jobs in a planned manner. It is a process by which workers laterally deployed and serve their tasks in different organizational levels; when an individual participates in different posts and responsibilities in an organization (Musli Mohammad, 2017). The objective is to expose the

employees to different experiences and wider varieties of skills to enhance job satisfaction and reduce boredom. After elimination of boredom and the work becoming more interesting and challenging, employees tend to perform well at their assigned tasks (Naqvi, 2013).

### **Job Enlargement**

Job enlargement is a technique used to increase the scope of a job through expanding the variety of its obligations and responsibilities within the same level and margin. It involves putting together various tasks at the same level in the organization and adding them to the existing job (Dessler, 2015). This technique is also referred to as horizontal growth of the activities. This contradicts the doctrine of specialization and the division of labour whereby job is divided into small units and they are performed repetitively by a worker and the responsibilities are always clear.

### **Job simplification**

Job simplification is a job design technique in which jobs are broken into fairly simple tasks. It aims at higher productivity through moderate application of physical or mental effort. A given task is broken down into small part which is assigned to one individual. Job simplification pertains routine work process, mechanical processing of work, pre-planning tools and techniques, working on only one part of a product and it involves hardly any skill requirements. Once the complex job is split into relatively easier tasks, each task is allocated to the individuals who perform these over and over again. By doing routine and repetitive tasks, the employees gain proficiencies in the jobs assigned to them and as a result, the profitability of the organization increases (Tement & Korunka, 2013).

### **Implementation of Job Design Techniques in the Interior Building Materials Manufacturers**

Today's world of high competition is turning the corporate industry into a jungle where there is survival of the fittest and only the fittest. This means that all resources should be used optimally to succeed the competition and excel in all the directions. Fredrick Herzberg's emphasized on jobs being enriched in such a way that employees get motivated to do an assigned task and ultimately performance is enhanced (Herzberg, 1979). His claim was that the job should be designed or assigned in such a way that it aids in enhancing their growth, accomplishment, progression, responsibility, recognition and competence. Involvement is also very vital. Management should focus while designing the jobs that the job design should be accompanied with motivation and some rewards for employees (Onimole, 2015).

### **Research Methodology**

In order to provide a framework which examined the features of the independent variables that influence job design techniques on employee satisfaction in interior building materials manufacturing firms in the Nairobi City County, the study adopted descriptive research design. Descriptive research design is appropriate where the study strives to describe and portray characteristics of an event, situation, and the population (Shields & Rangarajan, 2013).



The unit of analysis, which is the study population according to interior building manufacturing firms, consisted of 7 key interior building manufacturing firms in the City County of Nairobi. The target population of this study comprised of all employees of Comply Industries Ltd, Furniture International Ltd, Newline Ltd, Panesar's Kenya Ltd, Dotwood Ltd, Timsales Ltd and Turea Ltd. They are a total of 130 for Comply Industries Ltd, 120 for Furniture International Ltd, 155 for Newline Ltd, 140 for Panesar's Kenya Ltd, 136 for Dotwood Ltd, 135 for Timsales Ltd and 104 for Turea Ltd totaling to 920 employees. The unit of observation targeted employees who are above middle level management level in the seven (7) key interior building materials manufacturing firms in Nairobi City County which described the individual units about which or whom descriptive or statements were made (Mugenda & Mugenda, 2009). The study therefore covered 92 different people, and this was represented as 10% of the entire population.

**Table 1: Target Population**

<b>Manufacturing Industry</b>	<b>Target Population</b>	<b>Percentage</b>
Comply Industries	130	14%
Furniture International Ltd	120	13%
Newline Ltd	155	17%
Panesar's Kenya Ltd	140	15%
Dotwood Ltd	136	15%
Timsales Ltd	135	15%
Turea Ltd	104	11%
<b>Total</b>	<b>920</b>	<b>100%</b>

**Source: Kenya Association of Manufacturers Project Coordination Office Report, (2016-2017)**

This study sampled 10% of the target population, giving a sample of 92. The study used stratified random sampling method to select the sample. The study population was stratified into strata based on the different groups of people who were involved with the study. The simple random sampling procedure was then used to pick the sample. The following formula was used to get the sample size because the population was too big, and time and the resources were limited. The formula used was as follows:

$$n = (P) * (N)$$

Where

n=sample size

P= percentage

N is the Target population

**Table 2: Sample Size**

<b>Manufacturing Industry</b>	<b>Target Population</b>	<b>Ratio</b>	<b>Sample size</b>
Comply Industries	130	(0.1*130)	13
Furniture International Ltd	120	(0.1*120)	12
Newline Ltd	155	(0.1*155)	16
Panesar's Kenya Ltd	140	(0.1*140)	14
Dotwood Ltd	136	(0.1*136)	14
Timsales Ltd	135	(0.1*135)	14
Turea Ltd	104	(0.1*104)	10
<b>Total</b>	<b>920</b>		<b>92</b>

**Source: Kenya Association of Manufacturers Project Coordination Office Report, (2016-2017)**

The study used self-administered questionnaires which were composed of close-ended questionnaires for easier analysis and also for suitability of both study and respondents of the study. The questionnaire consisted of Likert-scale questions because it was effortless for respondent to answer it and it was easier to ascertain respondent opinions or attitudes about given situations. Pre-testing of the instruments were established prior to the main study on a group of respondents in order to evaluate feasibility, time, cost and the statistical variability to predict the right sample size and also to improve the research design before the actual study.

Before handling the responses received, the completed questionnaires were edited for completeness and consistency. Descriptive analysis was used. The Statistical Package for Social Sciences (SPSS) version 22 computer software was used for assessment to build data collection that was used for subsequent analysis of the data. SPSS has descriptive statistics features that assists in variable response comparison and give clear indications of response frequencies. The data was coded to allow the reactions to be grouped into various categories. Descriptive statistics was used to summarize the data using SPSS. This includes percentages, means and frequencies (Burns & Burns, 2008). Tables, charts and other graphical presentations were used appropriately to present the data that was gathered for ease of interpretation and analysis. In addition, the study conducted a multiple regression analysis to find out the influence of job design technique on the worker's satisfaction in the interior building materials manufacturing firms in Nairobi City County. Regression analysis was used to forecast the value of the dependent's variable on the basis of the independent variables (Burns & Burns, 2008). The results of the regression were checked against 0.05 level of significance. The presentation of the results was done in charts, tables and graphs.

## **Results and Discussion**

The study targeted 92 respondents, 80 of the respondents filled and returned the questionnaire, forming a response rate of 87%. A response rate of 50% is adequate for analysis and reporting; a response rate of 60% is good and a response rate of 70% and over is excellent (Mugenda &

Mugenda, 2010). Hence in our case the response rate is excellent. The Cronbach's alpha was used to determine the reliability of each objective. The findings as shown in Table 3 indicate that Job enrichment as an alpha of 0.833, Job rotation as an alpha of 0.833, Job enlargement as an alpha of 0.833 and Job simplification as an alpha of 0.833. This shows that all the variables are reliable.

**Table 3: Reliability Analysis**

Scale	Cronbach's Alpha	Number of Items
Job enrichment	0.833	10
Job rotation	0.741	10
Job enlargement	0.814	10
Job simplification	0.790	10

### Descriptive Statistics

In this section, the study presents findings on Likert scale questions. The study used a 5-point Likert scale with 1= strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree. The results were interpreted using means and standard deviations with mean of 1.0-1.4 suggesting respondents strongly disagreed, 1.5-2.4 disagree, 2.5-3.4 neutral, 3.5-4.4 agree, and 4.5-5.0 strongly agree. The findings on each variable are presented in subsections here under.

#### Job Enrichment

Respondents provided their level of agreement with statements on the influence of job enrichment on employee's satisfaction in interior building materials manufacturing firms in the Nairobi City County.

**Table 4: Influence of Job Enrichment on Employee's Satisfaction**

Job Enrichment	Mean	Std. Dev.
The employees are clear and fully understands the objectives and the expectations of their organizations and tasks given	3.929	1.269
Job enrichment reduces repetitive work in the organization	3.857	1.261
Job enrichment reduces the employee's feelings of recognition and achievement.	3.929	1.404
Job enrichment helps on enhancing the productivity in the organization	3.750	1.343
Provide opportunities for employee advancement	3.750	1.342
Reduce employee turnover	3.893	1.193
Decrease the number of employees promoted.	3.821	1.336
Provide opportunities for employee advancement	3.929	1.193
Job enrichment leads to employee's satisfaction	3.893	1.337
The goal of job enrichment is to boost operational efficiency for the organization and improve autonomy for the employees	3.964	1.480

From the findings, the respondents were in agreement that the goal of job enrichment is: to boost operational efficiency for the organization and improve autonomy for the employees as shown by a mean of 3.964, provide opportunities for employee advancement (i.e. promotions into jobs requiring more skills) as shown by a mean of 3.929, job enrichment reduces the employee's

feelings of recognition and achievement as shown by a mean of 3.929, the employees are clear and fully understands the objectives and the expectations of their organizations and tasks given as shown by a mean of 3.929 and reduce employee turnover as shown by a mean of 3.893. The study found the respondents agreed that job enrichment: leads to employee satisfaction as shown by a mean of 3.893, reduces repetitive work in the organization as shown by a mean of 3.857, decrease the number of employees promoted as shown by a mean of 3.821 and helps on enhancing the productivity in the organization as shown by a mean of 3.750.

The researcher used contents analysis to get findings on employees own opinion as it has been revealed by Shilpa, Ali, Sathyanarayana, Rani (2013) who found in their study that job enrichment of workers is a waste of organization's funds. On the other hand, Shilpa (2013) indicated that motivated workers execute their tasks more precisely and are more probably to find productivity innovations that engineer overlook. The findings also concur with Aninkan (2014) who argues that Job enrichment provides more employees with opportunities, autonomy and feedback, as well as giving them more responsibilities that require decision making. He added that it improves self-actualization, self-control and self-esteem of the workers.

### Job Rotation

Respondents indicated the level to which they agree with statements on the influence of job rotation on employee's satisfaction in interior building materials manufacturing firms in the Nairobi City County.

**Table 5: Influence of Job Rotation on Employee's Satisfaction**

<b>Job Rotation</b>	<b>Mean</b>	<b>Std. Dev.</b>
Job rotation is an effective technique in your organization	3.821	1.490
Job rotation helps on building the skills diversity in your organization	3.816	1.245
Job rotation promotes teamwork in your organization	3.929	1.484
Job rotation leads to the increased innovation in your organization	3.857	1.411
Job rotation gives the employee different responsibilities with a lot of new learning along with the responsibilities	3.929	1.269
Job rotation gives the employees new opportunities for expanding their knowledge and skills.	3.786	1.415
Job rotation explores the talents of employees of an organization	3.964	1.480
Job rotation foster employee's learning and increase employee's motivation	3.886	1.523
Job rotation reduces employee's boredom and absenteeism rate	3.964	1.208
Job rotation increase employee's problem-solving skills and leads to employee's satisfaction	3.893	1.193

The findings show that the respondents agreed that job rotation reduces employee's boredom and absenteeism rate as shown by a mean of 3.964, job rotation explores the talents of employees of an organization as shown by a mean of 3.964, job rotation gives the employee different responsibilities with a lot of new learning along with the responsibilities as shown by a mean of 3.929, job rotation promotes team work in the organization as shown by a mean of 3.929, and that job rotation increase their problem solving skills and leads to their satisfaction as shown by a mean

of 3.893. The findings further showed that respondents agreed that job rotation foster employee's learning and increase employee's motivation as shown by a mean of 3.886, job rotation leads to the increased innovation in their organization as shown by a mean of 3.857, job rotation is an effective technique in their organization as shown by a mean of 3.821, job rotation helps on building the skills diversity in their organization as shown by a mean of 3.816, and that job rotation gives the employees new opportunities for expanding their knowledge and skills as shown by a mean of 3.786.

The researcher used contents analysis to get findings on employees own opinion as it has been revealed by Naqvi, (2013) who in his research observed that companies providing opportunities and training for job rotation, the workers who take part in job rotation gain knowledge of more than one job specification deemed to them, benefiting them in the succession planning or a similar position chance in another firm. It also agrees with Jurgen (2017) that job rotation strengthens individual expertise and acquaintance and reduced burnout and exhaustion, this leads to rational development and innovation hence the skills diversity.

### **Job Enlargement**

Respondents provided their level of agreement on statements relating with the influence of job enlargement on employee's satisfaction in interior building materials manufacturing firms in the Nairobi City County.

**Table 6: Influence of Job Enlargement on Employee's Satisfaction**

<b>Job Enlargement</b>	<b>Mean</b>	<b>Std. Dev.</b>
Job enlargement help the employees to learn a variety of skills in your organization	3.929	1.269
Job enlargement helps in developing job diversity in your organization	3.750	1.193
Job enlargement motivates you as an employee	3.934	1.139
Job enlargement focuses on enlarging jobs by increasing tasks and responsibilities	3.893	1.193
Job enlargement tends to better utilize the physical and mental skills abilities of the workers	3.821	1.336
Enlarged jobs allow for more meaningful performance feedback	3.821	1.187
Job enlargement minimizes the level of boredom and improves the efficiency of employees and job enjoyment.	3.893	1.337
Job enlargement tends to be a costly affair.	3.964	1.208
Job enlargement add more duties to the employees and increased workload	3.963	1.136
Productivity may fall in the short run, due to the introduction of the new system.	3.857	1.261

The findings show that respondents were in agreement that job enlargement tends to be a costly affair as shown by a mean of 3.964, job enlargement add more duties to the employees and increased workload as shown by a mean of 3.963, job enlargement motivates one as an employee as shown by a mean of 3.934, job enlargement help employees to learn a variety of skills in their organization as shown by a mean of 3.929, and job enlargement focuses on enlarging jobs by

increasing tasks and responsibilities as shown by a mean of 3.893. The findings further revealed that job enlargement minimizes the level of boredom and improves the efficiency of employees and job enjoyment as shown by a mean of 3.893, productivity may fall in the short run, due to the introduction of the new system as shown by a mean of 3.857, job enlargement tends to better utilize the physical and mental skills abilities of the workers as shown by a mean of 3.821, enlarged jobs allow for more meaningful performance feedback as shown by a mean of 3.821 and job enlargement helps in developing job diversity in an organization as shown by a mean of 3.750. The researcher used contents analysis to get findings on employees own opinion as it has been revealed by Nanle (2015) who indicated that job enlargement helps the organization to boost and increase the skills of the worker due to organization as well as the individual benefit. It also agrees with Mohamoud (2015) in an evaluation on contribution of job increase on workers' motivation and satisfaction and established that well controlled and designed jobs cause employees to feel interested and as a result get motivated and satisfied.

### **Job simplification**

Respondents' gave their opinion on various statements on the influence of job simplification on employee's satisfaction in interior building materials manufacturing firms in the Nairobi City County.

**Table 7: Influence of Job Simplification on Employee's Satisfaction**

<b>Job Simplification</b>	<b>Mean</b>	<b>Std. Dev.</b>
Job simplification helps on achieving expertise on the allocated duties	3.857	1.261
Job simplification help in developing specialization in your organization	3.714	1.267
Job simplification help in division of labour in your organization	3.929	1.193
Specialized workers tend to become independent employees	3.868	1.267
Job simplification helps in saving the organization's money and time in training	3.929	1.132
Job simplification give the employees the chance to upward growth	3.886	1.190
Job simplification provides an employee with job security	3.821	1.187
Job simplification increases productivity	3.929	1.269
Job simplification hinders the career growth and development due to mastering one skill set	3.857	1.261
Job simplification leads to repetitive task and this causes worker to become bored.	3.821	1.336

From the findings, respondents agreed that job simplification help in division of labor in their organization as shown by a mean of 3.929, job simplification helps in saving the organizations' money and time in training as shown by a mean of 3.929, job simplification increases productivity as shown by a mean of 3.929, job simplification give the employees the chance for upward growth as shown by a mean of 3.886, specialized workers tend to become independent employees as shown by a mean of 3.868. It also revealed that job simplification helps on achieving expertise on the allocated duties as shown by a mean of 3.857, job simplification hinders the career growth and development due to mastering one skill set as shown by a mean of 3.857, job simplification

provides an employee with job security as shown by a mean of 3.821, job simplification leads to repetitive task and this causes worker to become bored as shown by a mean of 3.821, and job simplification help in developing specialization in their organization as shown by a mean of 3.714. It also concurs with Weseler and Kostova (2016) that job simplification offers the human resources with expertise through offering larger opportunities to craft their jobs and to take personal initiative in shaping their individual work with a bottom-up job redesign viewpoint.

### Employees Satisfaction

Respondents provided their level of agreement with statements on employees' satisfaction and how this will build positive employee relations and a positive work environment in the interior building materials manufacturing firms in the Nairobi City County. The results were as presented in Table 8.

**Table 8: Employees Satisfaction**

<b>Employees Satisfaction</b>	<b>Mean</b>	<b>Std. Dev.</b>
To maintain the satisfaction of the employees, it is imperative to select the compatible influencing factors in job satisfaction	3.857	1.190
Availability of learning and educational opportunities is one of the important factors influencing job satisfaction in general.	3.893	1.337
Availability of the individual development possibility in an organization results in structuring a pleasing environment for the workforce.	3.821	1.336
Lack of communication in the workplace results in a decrease in job satisfaction in general.	3.821	1.187
Organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization.	3.857	1.411
Are you satisfied with your Job overall?	3.929	1.269
Does our company offer adequate opportunities for promotions and career development?	3.929	1.269
Does your team provide you support at work whenever needed?	3.821	1.336
Does our company give you the tools and technologies you need to do your job well?	3.893	1.193
Do you feel as though your job responsibilities are clearly defined?	3.714	1.119
<b>Overall mean</b>	<b>3.853</b>	<b>1.264</b>

The findings reveal the respondents were in agreement that they are satisfied with their overall job as shown by a mean of 3.929, their company offer adequate opportunities for promotions and career development as shown by a mean of 3.929, the company gives them the tools and technologies they need to do their job well as shown by a mean of 3.893, availability of learning and educational opportunities is one of the important factors influencing job satisfaction in general as shown by a mean of 3.893, organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization as shown by a mean of 3.857, to maintain the satisfaction of the employees, it is imperative to select the compatible influencing factors in job satisfaction as shown by a mean of

3.857. It was further found that availability of the individual development possibility in an organization results in structuring a pleasing environment for the workforce as shown by a mean of 3.821, lack of communication in the workplace results in a decrease in job satisfaction in general as shown by a mean of 3.821, teams provide support at work whenever needed as shown by a mean of 3.821, and employees feel that their job responsibilities are clearly defined as shown by a mean of 3.714. The researcher used contents analysis to get findings on employees own opinion as it has been revealed by of Garg and Rastogi (2006) who indicated that well designed jobs can have a constructive impact on both worker's satisfaction and quality of performance. Parker (2014) asserted that if the employee is satisfied, he becomes more productive, creative, loyal and committed to the organization.

### Correlation Analysis

Pearson moment correlation analysis was used to determine the strength and the direction of relationship between variables.

**Table 9: Correlation Coefficient**

		<b>Employee Satisfaction</b>	<b>Job enrichment</b>	<b>Job rotation</b>	<b>Job enlargement</b>	<b>Job simplification</b>
<b>Employee Satisfaction</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	92				
<b>Job enrichment</b>	Pearson Correlation	.889*	1			
	Sig. (2-tailed)	.002				
	N	92	92			
<b>Job rotation</b>	Pearson Correlation	.730*	.336*	1		
	Sig. (2-tailed)	.005	.001			
	N	92	92	92		
<b>Job enlargement</b>	Pearson Correlation	.867*	.293*	.168*	1	
	Sig. (2-tailed)	.001	.002	.009		
	N	92	92	92	92	
<b>Job simplification</b>	Pearson Correlation	.739*	.147*	.276*	.135*	1
	Sig. (2-tailed)	.009	.004	.003	.005	
	N	92	92	92	92	92

\*. Correlation is significant at the 0.05 level (2-tailed).



From the finding presented in Table 9, job enrichment was seen to have a strong positive and significant relationship with employee satisfaction in the interior building materials manufacturing firms in Nairobi City County ( $r=0.889$ ,  $P=0.002$ ). Since the p-value was less than the selected level of significance (0.05), the relationship was considered to be significant. The findings disagree with the findings of Asl (2015) that there was no association linking job enrichment and job satisfaction the findings also showed that job rotation had strong relationship with employee satisfaction ( $r=0.730$ ). Since the p-value obtained (0.005) was less than the selected level of significance (0.05), the relationship was considered to be significant. This concurs with the findings of Sanali, Bahron, and Dousin (2013) that there was a remarkable positive connection between job rotation practices and motivation.

In addition, the relationship between job enlargement and employee satisfaction was found to be strong ( $r=0.867$ ). The p-value obtained (0.001) was less than the selected level of significance (0.05), an indication that the relationship was significant. The finding agrees with those of Dessler (2005) that job enlargement also influences the motivational level, satisfaction level and the organizational commitment level. Finally, the relationship between job simplification and employee satisfaction was found to be strong ( $r=0.739$ ). Also, the p-value obtained (0.0009) was less than the selected level of significance (0.05) suggesting the relationship was significant. This agrees with the findings of London (2012) who asserted that employees who specialize in specific tasks of production develop an expertise in the work performed; and as a result, expertise increases efficiency and minimizing the costs of production.

These findings therefore suggest that the variables (job enrichment, job rotation, job enlargement and job simplification) have significant relationship with employee satisfaction in the interior building materials manufacturing firms in Nairobi City County. To further establish the influence of each independent variable on the dependent variable, the study computed regression analysis.

### Multiple Regression Analysis

The study computed multiple regression analysis to find out the influence of job design technique on the worker's satisfaction in the interior building materials manufacturing firms in Nairobi City County. Model summary is used determining the percentage of variation in dependent variable that can be explained by changes in the independent variable. In this study the study analyzed variation in Employee's Satisfaction as a result of changes in job enrichment, job rotation, job enlargement and job simplification. Table 10 presented the results.

**Table 10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 <sup>a</sup>	0.773	.723	.124785

From the findings, the value of adjusted  $R^2$  was 0.723 which suggest that 72.3% of employee's satisfaction in manufacturing firms in the City County of Nairobi can be explained by changes in job enrichment, job rotation, job enlargement and job simplification. The remaining 27.7%

suggests that there are other factors that influence employee satisfaction in the manufacturing firms in the City County of Nairobi that were not part of this model. The findings further suggest that the variables included in the model were strongly and positively related as indicated by correlation coefficient (R) value of 0.879. The study findings agree with those of McFarlin (2015) that low job satisfaction can harmfully affect the organization because they typically lack motivation, perform inadequately and possess negative attitudes; this directly affect organizational performance.

Analysis of variance is used to test the significance of the model. The selected level of significance is 0.05.

**Table 11: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.406	4	20.352	13.147	.001 <sup>b</sup>
	Residual	116.1	75	1.548		
	<b>Total</b>	<b>197.506</b>	<b>79</b>			

From the findings, the value of F-calculated was 13.147 while the value of f-critical, obtained from f critical tables was 2.494. The findings show that the value of f calculated was greater than the f critical value (13.147>2.494). These findings suggest that job enrichment, job rotation, job enlargement and job simplification influence employee's satisfaction in manufacturing firms in the City County of Nairobi. The findings further showed that the p-value obtained was less than the selected level of significance (0.001<0.05). This therefore suggests that the model was significant for predicting employee's satisfaction in manufacturing firms in the City County of Nairobi. This agrees with Parker (2014) that organisation's performance is most likely affected by the workers with a high level of job satisfaction.

**Table 12: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.547	0.047		11.638	0.002
	Job enrichment	0.336	0.051	0.268	6.588	0.009
	Job rotation	0.235	0.041	0.229	5.732	0.011
	Job enlargement	0.174	0.037	0.159	4.703	0.032
	Job simplification	0.435	0.039	0.415	11.154	0.006

From the findings, the fitted regression model was:

$$Y = 0.547 + 0.336 X_1 + 0.235 X_2 + 0.174 X_3 + 0.435 X_4 + \varepsilon$$

From the above regression equation, it is seen that holding job enrichment, job rotation, job enlargement and job simplification variables to a constant zero, Employee's Satisfaction will be at a constant value of 0.547.

Job enrichment is statistically significant to employee's satisfaction in manufacturing firms in the City County of Nairobi ( $\beta = 0.336$ ,  $P = 0.009$ ). This shows that job enrichment had significant positive relationship with employee's satisfaction. This implies that a unit increase in job enrichment will result to increase in employee's satisfaction in manufacturing firms in the City County of Nairobi.

Job rotation is statistically significant to employee's satisfaction in manufacturing firms in the City County of Nairobi ( $\beta = 0.235$ ,  $P = 0.011$ ). This shows that job rotation had significant positive relationship with employee's satisfaction. This implies that a unit increase in job rotation will result to increase in employee's satisfaction in manufacturing firms in the City County of Nairobi.

Job enlargement is statistically significant to employee's satisfaction in manufacturing firms in the City County of Nairobi ( $\beta = 0.174$ ,  $P = 0.032$ ). This shows that job enlargement had significant positive relationship with employee's satisfaction. This implies that a unit increase in job enlargement will result to increase in employee's satisfaction in manufacturing firms in the City County of Nairobi.

Job simplification is statistically significant to employee's satisfaction in manufacturing firms in the City County of Nairobi ( $\beta = 0.435$ ,  $P = 0.006$ ). This shows that job simplification had significant positive relationship with employee's satisfaction. This implies that a unit increase in job simplification will result to increase in employee's satisfaction in manufacturing firms in the City County of Nairobi.

## **Conclusions**

The study found that job enrichment is statistically significant to employee's satisfaction in manufacturing firms in the City County of Nairobi. The study also found that job enrichment had significant positive relationship with employee's satisfaction. The study concluded that a unit increase in job enrichment will result to increase in employee's satisfaction in manufacturing firms in the City County of Nairobi. The study found that job rotation is statistically significant to employee's satisfaction in manufacturing firms in the City County of Nairobi. The study also found that job rotation had significant positive relationship with employee's satisfaction. The study therefore concludes that a unit increase in job rotation will result to increase in employee's satisfaction in manufacturing firms in the City County of Nairobi.

The study found that job enlargement is statistically significant to employee's satisfaction in manufacturing firms in the City County of Nairobi. The study also found that job enlargement had significant positive relationship with employee's satisfaction. The study therefore concludes that a unit increase in job enlargement will result to increase in employee's satisfaction in manufacturing firms in the City County of Nairobi. The study revealed that job simplification is statistically significant to employee's satisfaction in manufacturing firms in the City County of Nairobi. The study also found that job simplification had significant positive relationship with

employee's satisfaction. The study also concludes that a unit increase in job simplification will result to increase in employee's satisfaction in manufacturing firms in the City County of Nairobi.

### Recommendations

The study recommends management of manufacturing companies to improve employee's motivation and productivity, by customizing jobs to increase the motivators present for the employee. This can be achieved by designing jobs with more variety and giving the employee more responsibility for completing an entire job, feedback and the opportunity for meaningful work experiences thereby increasing worker's commitment, boosting productivity and employee development. Manufacturing firms can increase employee's productivity through increased responsibility, problem solving, non-monetary rewards, and acknowledgement by paying more attention on job designs.

The study recommends management of the organizations use of its employees appropriately in the place of work while taking caution to ensure that they do not overwork them. Companies should introduce job rotation to strengthen individual expertise and acquaintance and reduced burnout and exhaustion, this leads to rational development and innovation hence the skills diversity. By providing personnel with an opportunity to gain insight into their coworkers' jobs and responsibilities, managers and HR professionals can promote a workplace environment of stronger teamwork.

The study recommends management of manufacturing companies to enlarge their jobs with their main focus being increasing the variety of tasks performed by the individual, not merely adding more repetitive tasks. Job enlargement helps the organization to boost and increase the skills of the worker and provides variety of skills. The study also recommends the adoption of new technology. Staying acquainted of the newest technologies will keep the company innovational and ensure employee specialties won't vanish in company's business.

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